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CIA CAREER COUNCIL

7th Meeting

Thursday, 24 February 1955

DCI Conference Room

Administration Building

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CIA CAREER COUNCIL

7th Meeting

Thursday, 24 February 1955

DCI Conference Room

Administration Building

Present

Harrison G. Reynolds
Director of Personnel
Chairman

25X1A

Director of Training
Member

Chief of Operations, DD/P
Member

25X1A9a

Lyman B. Kirkpatrick
Inspector General
Member

25X1A9a

Director of Communications
Member

Huntington Sheldon
Acting DD/I
Alternate for DD/I, Member

Lawrence K. White
Deputy Director (Support)
Member

Executive Secretary

25X1A9a

Reporter

25X1A9a

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. . . The 7th Meeting of the CIA Career Council convened at 4:05 p.m., Thursday, 24 February 1955, in the DCI Conference Room, Administration Building, with Mr. Harrison G. Reynolds presiding . . .

MR. REYNOLDS: The Meeting will please come to order.

I presume that the minutes have been read, and if there are no comments, changes, errors or omissions, they will stand approved as listed here.

I want to report on these six items in Item 2 on the agenda. On the one-step promotion policy, Item 2a: [The proposed regulation establishing policy and procedures for designating those positions in which promotion would normally progress at one-step intervals or at two-step intervals was processed for normal Agency coordination as directed by the Council. The comments resulting from this coordination were received in the Office of Personnel on 15 February and indicated considerable divergence of views. When these points of view have been resolved, this matter will be submitted for recoordination.]

In addition to that, I have already shown to the Deputy Director (Support) a proposal which we should have prepared in final form in another week or ten days, which may make this promotion policy thing unnecessary to have to put before the Council again, if it is accepted by the Director. Don't you think that is a fair statement, Red?

MR. WHITE: I was just going to say, though, Harry, on that - I talked to you, you know, about my Office Heads' allegations, at least, that this one-step promotion policy had already been implemented.

MR. REYNOLDS: We stopped that.

MR. WHITE: What I wanted to tell you was that last week at the DD/P Admin Officer Meeting they were sounding off along the same lines, and I said I had discussed it with you and I thought it was stopped.

MR. REYNOLDS: We had stopped it, and it was only in cases that had been done in the past, prior to this regulation.

MR. WHITE: They were pleased to know it had been done, but didn't quite believe it.

MR. REYNOLDS: If it hasn't, I am going to raise hell, because we gave an order to the people that it be stopped.

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Now, Item 2b, the quarterly reports from the Heads of Career Services: I have signed off on a memorandum going to the Heads of each Career Service, which was prepared by [redacted] which establishes a system of quarterly reports from the Heads of Career Services to the Director of Personnel, so that information and data on the overall functioning of the career system will be available when desired by the Council and the Director. The system referred to was approved by the Career Council at a previous meeting.

25X1A It is required by [redacted] You will probably receive those memorandums very shortly.

25X1A9a [redacted] This takes the place of the old system which has been going on for two years, but instead of a monthly report it will be a quarterly report.

MR. REYNOLDS: I signed off on it today and it's ready to go, and it should be in your offices in the morning.

25X1A On clarification of overtime, Item 2c: [redacted] The Comptroller's Office has prepared a revision of [redacted] the original of [redacted] which established the new policy on overtime that was discussed by the Career Council at its last meeting. This revised Notice is now being coordinated throughout the Agency. The Personnel Office has requested that there be incorporated in the Notice the statement approved by the Career Council with respect to the policy of payment of overtime as opposed to granting compensatory time to persons in grades GS-11 and above. This policy follows that in force in the DD/P area to which the Council agreed at its last meeting.

In addition, the Comptroller's Office has almost completed an analysis of the actual number of persons working overtime and the number of hours worked for five pay periods prior to 7 November, when the compensatory leave policy went into effect, and for three pay periods after 7 November. When completed next week, this will permit an analysis of the actual effect of the present policy and how it is being interpreted in fact by the several offices.

Item 2d: At either the last meeting or the previous one, [redacted] brought up the question of the distribution of Form 50, notice of reassignment, promotion, etc. We have two proposals to make, and one can be ordered tomorrow, if the Council so desires, namely, that the copy which goes to the employee would be perfectly blank - would have no printing on it.

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25X1A9a

[redacted] The words "Central Intelligence Agency" come off.

MR. REYNOLDS: It will be simply a flimsy, with the man's name, code number and reassignment number on it.

+ The other one, which we prefer, is to request the Management Staff to make a study as to the advisability of using IBM cards for promotions, reassessments, etc., in which case the employee wouldn't get anything but it would be a matter of record.

25X1A9a

[redacted] He would see the card but would return the card.

MR. KIRKPATRICK: What would you put in his Personnel Folder?

MR. REYNOLDS: You can have an imprint of it.

MR. KIRKPATRICK: The thing I think is most important is that we have one Master Personnel Jacket on everybody, in which everything he does in the Agency is recorded and is there permanently.

25X1A9a + [redacted] This IBM card would just be the notification back to the employee and his supervisor of the official action taken.

25X1A9a [redacted] For the purposes of this meeting why can't we just agree that it be reviewed by the Management Staff and subject to a recommendation from them as to the advisability of using IBM cards, and in the meantime we could adopt the one you propose.

25X1A9a [redacted] Instead of a copy the employee gets a blank tissue paper which doesn't identify him as being with CIA. That could be done immediately, and pending a more thorough study.

25X1A9a [redacted] And the point that Kirk raises would come out in the Management study.

. . . Mr. Sheldon joined the meeting . . .

25X1A9a [redacted] But in the meantime we will use the blank piece of tissue paper instead of the employee copy.

25X1A9a [redacted] To me the most important place for this information would be where it is accessible to my Career Service Board. We will want to keep that in his current file.

25X1A9a [redacted] All right, he can return it to you.

25X1A9a [redacted] That would be all right. But if I have to go over to Personnel and get it out of that file, it takes too long.

MR. REYNOLDS: That was not envisaged.

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If that is satisfactory, we will proceed as established by the agenda.

Item 2a: The welfare fund. I have here a Notice which has been seen by the Inspector General in the past but has been delayed due to a lot of other Regulations going out. It's going to go to the Regulations Control Staff tomorrow, with further implementing steps, for issuance. This is "Financial Assistance Available to Employees", etc., that you are familiar with, Kirk.

25X1A9a [redacted]: That Notice was seen by the Council, so I don't think we need go into it. This is the one which the Council wanted to go out. There were a number of steps which had to be taken in order to make this effective, before it was issued.

MR. KIRKPATRICK: One new factor in that, which I don't know whether the Council is aware of or not, but in discussion with [redacted] who has 25X1A9a sort of been the outside guardian, and with the General Counsel's Office, we decided that the system we have at present for the Welfare Board should be modified and brought more into line with the Air Force Aid Society, in which not only will we solicit funds from some of our distinguished and wealthy alumni, but, also, internally there has been enough evidence internally that people would like to contribute to this. The lawyers seem to think if we do this we can get on a much better tax basis, from the point of view of contributions, and that the new Board of Directors should be composed, in effect, of the CIA Career Council plus possibly three or four of our alumni who could be invited to sit in with the Council when we compose ourselves as a Welfare Board. Now, the nice gimmick about this arrangement is that under this arrangement a majority of the Board can act, so that if Messrs. [redacted]

25X1A9a

[redacted] etc., can't get down here we can go ahead and act without them, and they can simply sit in for annual meetings, etc.

As soon as the lawyers have finished with this, I think, Harry, that I will ask the Council to meet at least for part of one of its sessions as the Welfare Board, and we will review a campaign to raise money. There is one request from Commo which has been in for sometime now, for money, and we just don't have the money to do it, but we made no effort to get the money pending investigation as far as tax exemption aspects are concerned. But I hope this can be straightened out in the next couple of weeks. I think we

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should have a fund with about \$10,000 in it.

25X1A9a [redacted] When the Council meets as the Welfare Board it would be meeting, then, as a private society and not as a part of CIA, is that right?

MR. KIRKPATRICK: Yes.

25X1A9a [redacted] The Aid Society got their windfall out of the PX dividends.

MR. KIRKPATRICK: Maybe we can get the same thing out of the GSA funds. We have been through that mill once and came to the conclusion we shouldn't use it for this type of thing, but maybe if this develops along that line there may be some potential in the future. Right now it's strictly career service.

MR. REYNOLDS: This case the other day could have been handled very easily that way. Incidentally, we have a note, etc.

MR. KIRKPATRICK: I think that was fine.

. . . Off the record . . .

MR. REYNOLDS: The last item, Item 2f, is Fitness Report studies. I have here a copy of a report and the original of it went to the Deputy Director (Support). Would you like to point out the salient things in it, Red? Because I think it's a very interesting report. It was written by [redacted] 25X1A9a after a meeting that was held in Red's Office, which Matt and I attended, and our agreement which we reached at that meeting, as I recall - and Matt can correct me if I am not right, is that we should continue to get these questionnaires and the Fitness Reports until we had a better pattern to go on. Dr.

25X1A9a [redacted] has made a study of the questionnaires that have already come back, and I think his report is very significant.

MR. WHITE: I'd be glad to. [redacted] has summed it up pretty car 25X1A9a fully here. The gist of it is, as Harry says, that they don't think we have had enough experience with it yet to make a proposal to change it. He has sent out from 1000 to 1500 copies of the questionnaire, and they are coming back in very slowly. To date he has received 173 back. His conclusions are that there are questions which will need changing, that there is no overwhelming objection among supervisors to the report as it stands, and an opinion which I think he expressed here, that you couldn't develop any question that wouldn't be objected to by someone.

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I don't think I need to go into the statistics which [redacted] 25X1A9a lists here, but he points out that a tentative conclusion from reactions to the questionnaire is that from 10 to 15 of the 50 items in Section IV will need deletion or modification. He points out that at least 60% of the personnel returning these questionnaires have had more than 4 years' experience with the Agency, so you are dealing with people who have some judgment as to what we are talking about. He says one of the most controversial items concerning the Fitness Report is whether or not it should be shown to the individual rated. Only 23% actually disapprove of the section, concerning showing the report, as it now stands; 62% believe it should be shown to an unsatisfactory employee; and 50% believe it should be shown to other than unsatisfactory employees. He also points out that the present Fitness Report was not designed to be applicable to clerical personnel, and it has received some criticism on this account.

MR. KIRKPATRICK: How many Fitness Reports have been filled out?

25X1A9a

[redacted] We couldn't say. We really don't know.

MR. REYNOLDS: About 700, in round figures. We sent out 1500.

MR. KIRKPATRICK: How many members of the Career Council have filled out the new Fitness Report? Everybody? How many have filled out the questionnaire? That questionnaire is a doozy. It would take an Einstein to decipher it quickly. It's even more complicated than the Fitness Report, and I didn't think that was possible.

MR. REYNOLDS: The fact that 173 filled it out, I think is quite interesting, because it is a complicated thing.

MR. KIRKPATRICK: I don't consider myself more stupid than the next guy, but that threw me on a couple of the questions.

25X1A9a

[redacted]: What was the distribution on the questionnaire?

25X1A9a

✓ [redacted] It was supposed to go to each supervisor with the first Fitness Reports he had to fill out, so he would fill it out as he did it the first time.

25X1A9a

[redacted] I never heard of it.

25X1A9a

[redacted] I'll be glad to send you mine. [Laughter]

25X1A9a

[redacted] My supervisors have never brought the subject up to me.

X1A9a

[redacted] I'll check into this. Maybe that is why they are

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coming in slowly.

25X1A9a
[redacted] I just haven't done it. I haven't been able to get at it.

MR. KIRKPATRICK: There are too many choices on that Section IV. I was interested to note he says there are 12 or 15 that might be eliminated. I eliminated 35 and left 12 or 15.

MR. WHITE: I thought after our meeting that certainly there was not such an overwhelming objection to it as it now stands, that we ought to do something right now - despite some rather vocal complaints in some quarters in my own shop - and that we should let them go ahead and come up with some recommendations, which probably will be another two or three months.

MR. KIRKPATRICK: After the time and effort this Board spent on it, I would think maybe after 5,000 Fitness Reports and maybe 1,000 questionnaires, then we would have a fairly objective way of going about it.

MR. WHITE: I think it would be well if you would circulate this copy of [redacted] memorandum.

25X1A9a
X MR. KIRKPATRICK: I thought this questionnaire psychologically tested the supervisors in their judgment of the employees.25X1A9a
[redacted] Could this copy of [redacted] memorandum go to [redacted] Heads of all Offices, as well? Or Distribution A?

MR. WHITE: I see no objection. Matt? It's your paper.

MR. BAIRD: Well, it was addressed to me to give to you.

MR. WHITE: I think it tells a story here, and will stop some of the clamor we are getting to change it tomorrow morning.

MR. BAIRD: Actually, I think you should all read it, because it reads a little better - if you will pardon my saying so [indicating Mr. White] - than the explanation made of it.25X1A9a
[redacted] So that some of these Fitness Reports don't erroneously damage the individual, should we mark them "Experimental Use Only"? That would distinguish them from something that comes in later. I have had some come in that might document an individual, and I know it was ignorance on the part of the supervisor. Mark it "For Experimental Use" when it goes into his file. We were going to have a trial period of a year, weren't we?5X1A9a
[redacted] It's supposed to be on a trial basis now.

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MR. WHITE: It wasn't stipulated how long it was to be on a trial basis.

25X1A9a

MR. BAIRD: I had to make out [redacted] so I brought him in and sat him across from me at my desk and made it out with him. So you can see I didn't understand the interpretation of it at all.

MR. WHITE: Harry, don't you think it's worth mentioning--

MR. REYNOLDS: That part that threw everybody? [redacted] "not observed" and "does not apply" - see proposed [redacted] That Notice is now ready for Colonel White's signature. It's all set. I have a copy of it here. Do you want it? I signed off on the buck slip today.

If we are through with Item 2, let's proceed to Item 3, which is the Report, with briefs, on applications for Department of Defense Colleges, dated 15 February 1955, attached, for selection of candidates.

MR. SHELDON: Harry, may I ask a question before we get into this?

MR. REYNOLDS: Yes, Sir.

MR. SHELDON: When we come to the name of [redacted] as compared with 25X1A9a the DD/S candidate, are they sufficiently close as to warrant General [redacted] 25X1A making a personal presentation as a former Commandant of the War College, in behalf of [redacted] In other words, if they are very, very close, he has personally asked me if he could say a word. I don't know if that has been the practice.

MR. KIRKPATRICK: Are you asking that we suggest candidates for the National War College or that [redacted] try to move [redacted] in ahead of [redacted] 25X1A9a 25X1A9a

MR. SHELDON: I am asking, if [redacted] are very close, 25X1A9a whether it would be either proper, appropriate, or what have you, for General [redacted] to make a statement, as a former Commandant.

MR. REYNOLDS: Matt, what would be your reaction on that?

[redacted] May I suggest, Ting, that under ordinary circumstances it would be acceptable, except that he comes from ONE, which makes [redacted] a 25X1A party of interest. Therefore, I don't believe it fair for him to plead a case in his own office.

MR. KIRKPATRICK: Nor do I think it appropriate for the Board to hear pleas from candidates after a selection has been made.

MR. BAIRD: The selection hasn't been made.

MR. KIRKPATRICK: We have the recommendation by the Panel.

MR. BAIRD: That was a gratuitous recommendation.

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25X1A9a

[redacted] There is one fellow I am going to plump for and that is

25X1A9a

[redacted] He is plump for everything. He is on every damn list.

. . . Off the record . . .

25X1A9a

MR. KIRKPATRICK: [redacted] could tell the Panel the type of individual that ought to be selected for the National War College, without any regard to any particular candidate.

May I ask a question? The candidates for the National War College are listed 1, 2 and 3 from each major component. Was that the way the major components listed them in presenting them to the Panel?

MR. BAIRD: Yes, Sir.

MR. KIRKPATRICK: Then I think Ting's suggestion would be even more out of order, if his own component listed him ahead of [redacted]

25X1A9a

MR. SHELDON: I asked the question whether the third place was in close contest or not.

MR. KIRKPATRICK: As I understand the selection - at least, I assume the Panel had this in mind, that you selected 3 to represent each of the major components, if of comparable merit.

MR. SHELDON: No, I don't think that was it at all, and that is why I am raising the point. I don't think it was divided across-the-board.

MR. BAIRD: We used to have a selection screening panel which made recommendations to this Board, and there was considerable confusion as a result of a meeting of this Council, which I didn't attend but I looked the minutes over very carefully. We felt that as a result of that, all that we could do for this particular group here was to screen out undesirables. It says here, [reading] "Of the 14 candidates for the National War College, the Panel deemed these as best qualified in the rank order as indicated." Well, General [redacted] thought we ought to do that because the Council would like us to do it.

I disagreed with him. But it is there as a sort of gratuitous, unsolicited action.

25X1A9a

[redacted] Those five names are not listed with respect to the three major components at all.

MR. BAIRD: We took a little vote to see how we as a Panel felt. But I still say it is unsolicited and you shouldn't pay much attention to it.

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25X1A9a MR. KIRKPATRICK: I have one question I would like to ask - which [redacted] is going to resent - but why did the DD/P nominate only candidates for the National War College? Do you want to be Queen or nothing?

25X1A9a [redacted]: That is what I tell these fellows - "Why don't you go to one of the others?" I haven't the faintest idea.

MR. KIRKPATRICK: You have heard me on this subject before, but it seems to me with all the dealings you have with the Theater Commands, that experience with the Army, Navy or Air War Colleges would be invaluable for your senior people, so they know which side of the corridor to walk up when they go to a General's office.

25X1A9a [redacted] They don't want to move out of Washington.

MR. SHELDON: It's out-of-town duty.

25X1A9a ✗ MR. KIRKPATRICK: Wouldn't a youngster like [redacted] who is still in his early 30's, benefit a great deal by going to one of these colleges? He's married to the daughter of a retired General.

25X1A9a [redacted] I think he would.

25X1A9a [redacted] But he has to rent his house or move out of it.

25X1A9a [redacted] I agree with you, Kirk - I have nothing but conviction along that line.

5X1A9a [redacted] That moving is the primary consideration. I have talked to a number of them, and they say their children are in school, etc.

MR. KIRKPATRICK: That doesn't only apply to the DD/P area. They are not the only ones with children.

MR. REYNOLDS: Well, what is your pleasure, gentlemen?

25X1A9a [redacted]: I'd like to ask Red a question here. I was just looking at [redacted] background again, since he was named, and I must say that the job he does, etc., strikes me as being the sort of job that would be directly aided, abetted and assisted by his going to the National War College.

5X1A9a MR. BAIRD: Ting, you ought to speak to that. All I was going to say is that [redacted] name has been put up now every year, and every year the Selection Panel says he is highly qualified but still a kid. We normally put it 35 to 40 as commensurate in age level with the people in the course. There is nothing against [redacted] at all.

5X1A9a MR. WHITE: I have no way of comparing [redacted] 25X1A9a

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just a name to me, which I have heard for a long time. [redacted] is most 25X1A9a enthusiastic about going, and he was the next man on the list to go last year, I think, but didn't quite make it. He certainly has his heart set on going, and I'd like to see him go, even though it is going to be difficult for us to spare him. But insofar as being able personally to make a comparison between [redacted], I am not in a position to do it.

25X1A9a
MR. BAIRD: Wouldn't it be a sound idea - morale-wise - if you have really top-notch people from all components of the Agency, to pick the top-notch from each component? There are times when there is grave doubt as to the top men from each component and you have an exceptionally good one - like [redacted] 25X1A9a from one component. But there is no doubt that [redacted] is a top-notch man. 25X1A9a

MR. KIRKPATRICK: I think it would be very, very sound to follow the consistent practice which we have been following. One year I know you had two DD/P men, but generally we have tried to take one from each of the major components.

MR. SHELDON: I don't think historically that is true. I think [redacted]

25X1A9a [redacted] would be the first one from the DD/A complex.

25X1A9a

[redacted] That is right.

MR. SHELDON: And if the Board wants to make that ruling, I certainly wouldn't speak against it. Theoretically I think that is the way it should be done.

25X1A9a
MR. BAIRD: I would say heretofore I don't believe we have had as top a man - [redacted] was young last year.

MR. WHITE: I would agree with that; but, on the other side of the coin, I think it might be difficult for me, in the DD/S area, to put up as many good candidates, if you want to look at it that way, as you might be able to put up from the other areas, because of the nature of the business we do. But in this case both the General Counsel and his Deputy, as you all know, get involved in almost every ramification of the business, and I think the Agency would derive a very good benefit out of his attending the course.

MR. BAIRD: For your ears only, the second candidate from the DD/S area we didn't feel was comparable - [redacted] 25X1A9a

MR. WHITE: Well, I would vote against [redacted] going to the 25X1A9a War College.

MR. SHELDON: Then I withdraw my request for General [redacted] plea 25X1A9a

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if one from each of the components is the logical way of handling this.

25X1A9a

[redacted] Other things being equal.

25X1A9a [redacted] takes the bow over [redacted] does he? 25X1A9a

MR. SHELDON: That was the internal DD/I decision, but there was a great deal of argument about it, and I am not going to argue that one again.

25X1A9a

[redacted] All right - okay.

25X1A9a MR. KIRKPATRICK: Well, [redacted] is two years older than [redacted] 25X1A9a

25X1A9a

[redacted] Just one. What caught my eye here, I thought - well, Judas Priest, we're just splitting hairs here. But I don't want to go behind the DD/I decision here, because they know what they have in mind. 25X1A9a

25X1A9a MR. KIRKPATRICK: Do you think there is any danger of breaking [redacted] spirit if he gets passed over again? After all, [redacted] is 40, and [redacted] has 25X1A9a years in which to try.

5X1A9a

[redacted] Spiritual deflation in the DD/P is something a lot of them have gotten used to, I think.

MR. BAIRD: We have never had a class yet where the three picked went.

MR. KIRKPATRICK: Then let's take the three that the Panel selects.

MR. WHITE: How about two alternates? One year we had to use two.

MR. BAIRD: One year we used the 6th man on the list.

MR. WHITE: Why don't we accept both [redacted] as alternates? 25X1A9a

25X1A9a MR. REYNOLDS: Do I hear a motion, then, from the Council, that the No. 1 man in the three components be selected, with the No. 2 men in the DD/I and DD/P as alternates? [redacted] is the first alternate and [redacted] is the second 25X1A9a alternate.

25X1A9a

[redacted] Second.

MR. REYNOLDS: Those in favor, signify by saying "aye". Contrary minded? Motion carried.

On the Industrial College of the Armed Forces there is one selection. Any comments on any of the candidates?

25X1A9a . . . [redacted] was called from the meeting . . .

MR. SHELDON: I have a delicate matter to bring up at this point.

. . . Off the record . . .

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25X1A9a

. . . [redacted] rejoined the meeting . . .

✓ MR. KIRKPATRICK: I move the Council accept [redacted] for the Industrial College.

MR. REYNOLDS: It has been moved and seconded that [redacted] be accepted for the Industrial College. Those in favor, please say "aye". Contrary minded? Motion carried.

25X1A9a

[redacted] Do you have to pick an alternate?

MR. REYNOLDS: No.

Next is the Army War College, which has a quota of two.

MR. KIRKPATRICK: Are you going to plump for [redacted] 25X1A9a

MR. SHELDON: Yes, I will vote for [redacted] His personal preference was for either of the others, rather than the Army War College. Actually, he would have preferred to go to the Air War College. He would also have been happy to go to the Industrial College. This college actually would have been his bottom selection for all the available units. I don't know why your Committee picked [redacted] for this particular college, rather than the other ones.

MR. BAIRD: I don't think we realized the other two were chosen over the Army War College. We took the Army, Navy and Air, in that order.

MR. SHELDON: And then put the best men in that you could find as you went along, so that unfortunately he was being penalized for being a good man and he fell into the category he liked least.

MR. BAIRD: I don't know why we missed that.

MR. KIRKPATRICK: Red, do you know [redacted] 25X1A9a

MR. WHITE: Yes. [redacted] is an awfully good, conscientious boy down at [redacted] - I believe he's still down there. But there is some question in my mind about [redacted] being the kind of man who is going to contribute a great deal to the course, and also a question about what he is going to do when he gets back. I know, for instance, that George Carey has already considered and declined making him Chief of [redacted] at one stage 25X1A6a of the game. He is a very good, conscientious fellow but he has had a limited formal education and has come up the hard way. What I am saying is in no way a reflection upon the man, because he is a high-type man. I know him and I know his wife slightly. But I am not sure, in the case of [redacted] - you might have people in the Air War College or the Army War College saying: "Boy! There's

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a top representative from CIA!"

25X1A9a

[redacted] I think he has a strike against him, because if he is asked what he did during the war - he was an Air Force Staff Sergeant - a Cryptographic Technician.

MR. SHELDON: I can see from what has been said - send [redacted] to 25X1A9a the Army War College, regardless, and then [redacted] to the Naval War College. 25X1A9a Otherwise [redacted] gets into a difficult position, too, you see.

MR. WHITE: There is another thing I think I ought to comment on, just on one aspect here. Because of the limited number of candidates, I endorsed [redacted] request. I think I am quoted there. I wasn't trying to hedge, but I did not want to block his request to go to any of these courses, because he has a perfectly good record in the Agency. But it is my honest opinion that Paul is at the peak of his potential right now, and I would doubt that he could contribute very much. He has been to the Command and General Staff School, and he served on the General Staff four years. I would doubt that he would be a very big ambassador from the Agency in school; and I don't have in mind, since he is in my area, that he could make any greater contribution than he is now making. I think he is about as high as he can expect to go, to be perfectly honest about it. You can see he is on here for all these things, and if the Panel wanted to send him I am not going to object, but personally I don't see that he is going to gain anything.

MR. BAIRD: Do you mean the Panel or the Council? The Panel felt they wouldn't recommend [redacted] for anything.

MR. WHITE: Well, I think I have expressed myself, and if we have to dig up a candidate - he is one.

MR. BAIRD: No, I certainly hope you don't do that.

MR. KIRKPATRICK: Mr. Chairman, I would recommend, therefore, on the basis of what has been said, that Mr. [redacted] go to the Army War College, 25X1A9a [redacted] to the Naval War College, and [redacted] to the Air War College, 25X1A9a and so recommend.

25X1A9a

[redacted] Second.

MR. REYNOLDS: The motion has been made and seconded. Those in favor, please say "aye". Contrary minded? Motion carried.

[redacted] : What about our quota of two for the Army War College?

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MR. BAIRD: May I recommend to the Council that we don't use our second slot?

MR. KIRKPATRICK: I'd rather not send two than send one eight-ball.

What is the deadline, Matt?

MR. BAIRD: Sometime in March.

MR. KIRKPATRICK: Dick, would you be willing to take a shot at one of your Staff meetings to get an Army War College man to fill that second slot?

25X1A9a MR. BAIRD: [redacted] thought it might be helpful to have

25X1A9a one of your men [redacted] indicating [redacted] a graduate of Carlisle.

25X1A9a [redacted] How fast do I have to have this fellow?

MR. WHITE: What about [redacted] telephoned me on 25X1A9a

25X1A9a behalf of [redacted] - to say how good he was. He's on the list for the National War College.

25X1A9a [redacted] He's a West Pointer, isn't he?

MR. KIRKPATRICK: Yes.

25X1A9a MR. REYNOLDS: How about [redacted]

25X1A9a

MR. WHITE: [redacted] is a good fellow.

MR. REYNOLDS: He is absolutely tops, I hear.

MR. WHITE: I think it would be fine if we could interest one of these boys that didn't make the National War College in the Army War College.

25X1A9a MR. KIRKPATRICK: [redacted] would be the better one to interest because he is getting to the age where he is going to be moving out of the area of consideration.

25X1A9a [redacted] Let me check into it.

25X1A9a [redacted] It's really a question, perhaps, of which one would leave Washington.

MR. WHITE: Inasmuch as we are sort of looking for a candidate here, I wonder if we could settle it by saying that if we could get one of these candidates who applied for the National War College and who didn't make it, to go, that we would automatically accept him, so that we wouldn't have to have another meeting.

MR. REYNOLDS: That suits me.

25X1A9a MR. WHITE: Any except [redacted] I don't believe we ought to send

25X1A9a [redacted] I don't know the others well enough, but I assume that those in the

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DD/P and the DD/I area are all people that you would like to see go. [] 25K1A9a
 is a war planner, isn't he? I mean, that would be right down his alley.

25X1A9a

[] I would have to inquire. I don't know what his dis-
 position is.

✓ MR. REYNOLDS: Item 4: Career Development position for []

25X1A9a

[] Office of Training, to be detailed to ONE.

Will you please put that up, Rud?

25X1A9a

[] Matt can't spare any from Training - can you?

MR. BAIRD: This fellow is already in ONE and has been there writing
 the Director's speeches, as I understand.

I think I ought to answer Dick's question - somewhat of a
 needle - that we got a replacement from the DD/I for him, and this is part
 of his Career Development plan.

25X1A9a

[] ONE needs him in order to handle this assignment for
 a year.

MR. BAIRD: It is good for the man and good for the Agency, and the
 slot is available.

MR. REYNOLDS: Do I hear a motion for approval?

MR. KIRKPATRICK: You mean that is the justification that we have
 just heard? Record me as "present". [Laughter]

MR. REYNOLDS: We will record that as being approved by the Council.

[Laughter]

✓ Item 5 is an exhibit which is a copy of a letter which is
 signed by the Director of Training and myself on the subject: Program for
 Career Development of Junior Personnel. The only thing we take exception to
 is the fact that nobody gave us enough people to work with.

25X1A9a

[] That is a hell of a note, is all I can say.

MR. REYNOLDS: And Matt's assessment team did a perfectly wonderful
 job, in my opinion. Those papers are now in the DD/S's office being surveyed
 by one of Red's men as to the way we handle it. Personally I think it was
 awfully well handled, and the people we selected were the proper people to
 put in the show, and the others - starting with the No. 3 man down through,
 they just weren't good enough to go through this thing, and spend the Agency's
 money and time and slotting of them in positions, to do it. It was just
 a lack of quality in the people, in my opinion.

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MR. KIRKPATRICK: How were the 15 candidates divided?

MR. REYNOLDS: None from the DD/P. Most of them were from the DD/A.

25X1A9a

[redacted] There must be a pipeline as long as the Big Inch from here to Texas, because when this program was first announced we got calls from 121 people from OCI alone, who wanted to apply, but we haven't gotten any applications yet. I don't know where they are.

MR. REYNOLDS: The No. 1 man was from OCD.

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25X1A9a

MR. BAIRD: [redacted]

MR. REYNOLDS: A boy named [redacted], and Matt and I interviewed him and he was a very, very able fellow. And the other man was from OCD.

25X1A9a

[redacted] There was some confusion about this. I was talking to a young man in [redacted] - a hell of a bright fellow - and he said: "I've been debating whether to join that JOT program." I said, "How many years have you been in the Agency?" And he said, "Three years" - I guess, and then finally it dawned on me what he was getting at. He seemed to be a hell of a good candidate for it, so I encouraged him to send in his application. Some might have misunderstood it, etc.

MR. KIRKPATRICK: Isn't this a case where the components should choose them and then tell the individuals they have been chosen, and then allow them to say "aye" or "nay"? Couldn't somebody from the major components sit down and come up with 50 potential candidates?

25X1A9a

[redacted] I have forgotten what all of the arguments were at the time, but we agreed to do it this other way.

25X1A9a

[redacted] It was agreed that we wouldn't have a quota system.

MR. WHITE: And we wouldn't block anybody.

25X1A9a

[redacted] The only people who have talked to me about it are people who have itchy feet. All the rest of the people are specialists that I couldn't let go, and I don't think they would be interested.

MR. KIRKPATRICK: And I think the ones that don't have itchy feet like the seat they are sitting in and feel if they move out they might not get back into it.

MR. BAIRD: We got word that one supervisor said: "Well, you damn well better be selected, because if you aren't selected don't expect to

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get anywhere in this outfit."

25X1A9a

[redacted] We have to do something to get this air-borne. I thought it was going to take off like a jet plane.

MR. WHITE: I was a little disappointed, as I told Matt and Harry - and I may be completely wrong on this, but we had 11 candidates - and I am looking at it not from the standpoint of criticizing the people who did the selecting, but I did sort of have the feeling that if the 3rd and 4th men were say not too far down the ladder, that we might have stretched the point to get a few more people started and to get the thing air-borne.

25X1A9a [redacted] Could you ask one of your officers who works on this type of thing [indicating Mr. Reynolds] to visit around down in the DD/P and talk to the Division and Staff Chiefs, and explain what this is about, and do a little personal salesmanship on this?

MR. REYNOLDS: The fellow to do it is [redacted] He is exactly 25X1A9a the man to do it.

25X1A9a

[redacted] Turn him loose with a basket under his arm and a little bell.

MR. KIRKPATRICK: And I think [redacted] ought to make suggestions 25X1A9a as to how to get this air-borne and then present us with a Staff Study on it, because I would say that if this fails a great big chunk of our Career Service will go floating down the river.

25X1A9a

MR. REYNOLDS: I'll put [redacted] on it. 25X1A9a

[redacted] I would appreciate it very much.

MR. BAIRD: Dick, you can also say that if the career plans that Harry and I approved go through, that as long as the DD/P doesn't put up any candidates and the candidates come from the DD/S and the DD/I, that the DD/P is the gainer.

25X1A9a

[redacted] That is unfair, too.

MR. BAIRD: Because these two we picked are going to be put in the DD/P and be productive in the DD/P for two years.

25X1A9a [redacted] What is fair for one is fair for all. I didn't realize we hadn't come up with any.

MR. KIRKPATRICK: Are you sure that Messrs. Baird and Reynolds weren't a little tough in their selections?

MR. BAIRD: Before Harry and I saw them they went through two

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processes. They were interviewed by a working group in the Office of Training and the Office of Personnel. Then they were assessed on the criteria that you helped devise - 8 of the 15 were assessed. They were the top 8. Harry and I interviewed 4. The working group or panel that interviewed them - other than the 4 that we interviewed - came to the same conclusions as the psychologists in their assessment procedures, that they didn't measure up; and when Harry and I interviewed the 3rd and 4th - they just weren't of the caliber this program is designed to cover, which is young men with executive potential.

MR. KIRKPATRICK: Then on the basis of this percentage we have to get 300 candidates to come up with the 45.

MR. REYNOLDS: We thought we were going to have more than that. We have 28 slots, actually, for this, and Red has allowed us to use them as they come along, so there was no burden. They are transferred to the Office of Personnel, and we can handle 28 of them very easily. We handle 7 a quarter, and have a continual rotating group. But I could honestly stand up before any group of people and justify Matt's and my selection of those 2 men, and our rejection of 3 and 4. There was such a marked difference between 1 and 2, and 3 and 4 - and 3 and 4 were obviously the best of the 13 that were left over, on the record.

25X1A9a

[redacted] I found in Europe a tremendous interest on the part of younger people to get into it, and I said, "You will just have to wait until you get back at the end of your normal tour." And it is my belief that a lot of young people were looking forward to this very much, but I don't know what has happened. Something has happened / to slow the progress down /.

MR. WHITE: For instance, now, like in this position you / indicating Mr. Baird / just arranged for [redacted]. And I have two people I think 25X1A9a would have been excellent for this program, except they are already in a rotation loan slot - [redacted], etc., my candidates for this sort of thing. They were the type of people you are looking for - but I am looking after them in another way. So I don't know whether we are in competition with ourselves.

25X1A9a

[redacted] Those two programs are, to an extent, in competition.

Isn't that true, Matt?

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MR. WHITE (Continuing): Of course, the difference is that they are definitely in a career plan where they are going to come back to me, whereas in this there is no assurance at all.

MR. BAIRD: Could the Career Council ask the Office Heads to review their office procedures in this Junior Career Development Plan to ascertain whether it has been taken advantage of?

25X1A9a [redacted] That is my point. We need a little huckstership here.

MR. REYNOLDS: I think that is true, because I honestly think if we are going to build up a Junior Executive Inventory - this is the basis for it.

25X1A9a [redacted] I understand these careers you are planning - you are now in the process of planning careers for these two people you selected? And that will give you a better idea about the future?

MR. REYNOLDS: We will send a memorandum to the Heads of all Offices, and give you samples.

MR. BAIRD: I think it is perhaps a mistake to try to plan too far ahead until you see how they do.

MR. KIRKPATRICK: Let's put off these other items on the agenda until next week.

MR. REYNOLDS: I suggest that we adjourn, and we will have another meeting, say a week from today?

25X1A9a [redacted] Could we take this one - Item 6?

MR. REYNOLDS: Can we approve Item 6?

X MR. KIRKPATRICK: No, Sir. I don't like it. After 11 years I don't want to get a Wheatie box top for joining the Career Service.

. . . The meeting adjourned at 5:05 p.m. . . .

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